# Understanding the Report
Organizational and Community Results

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CCAT Purpose

1. The CCAT is not a report card – it is an organizational learning tool

2. The CCAT is a comprehensive framework for facilitating discussion and brainstorming about effectiveness

3. The CCAT is one of many organizational development tools considering the deeper processes and functions of an organization

4. The CCAT is a leadership tool

Core Capacity Model
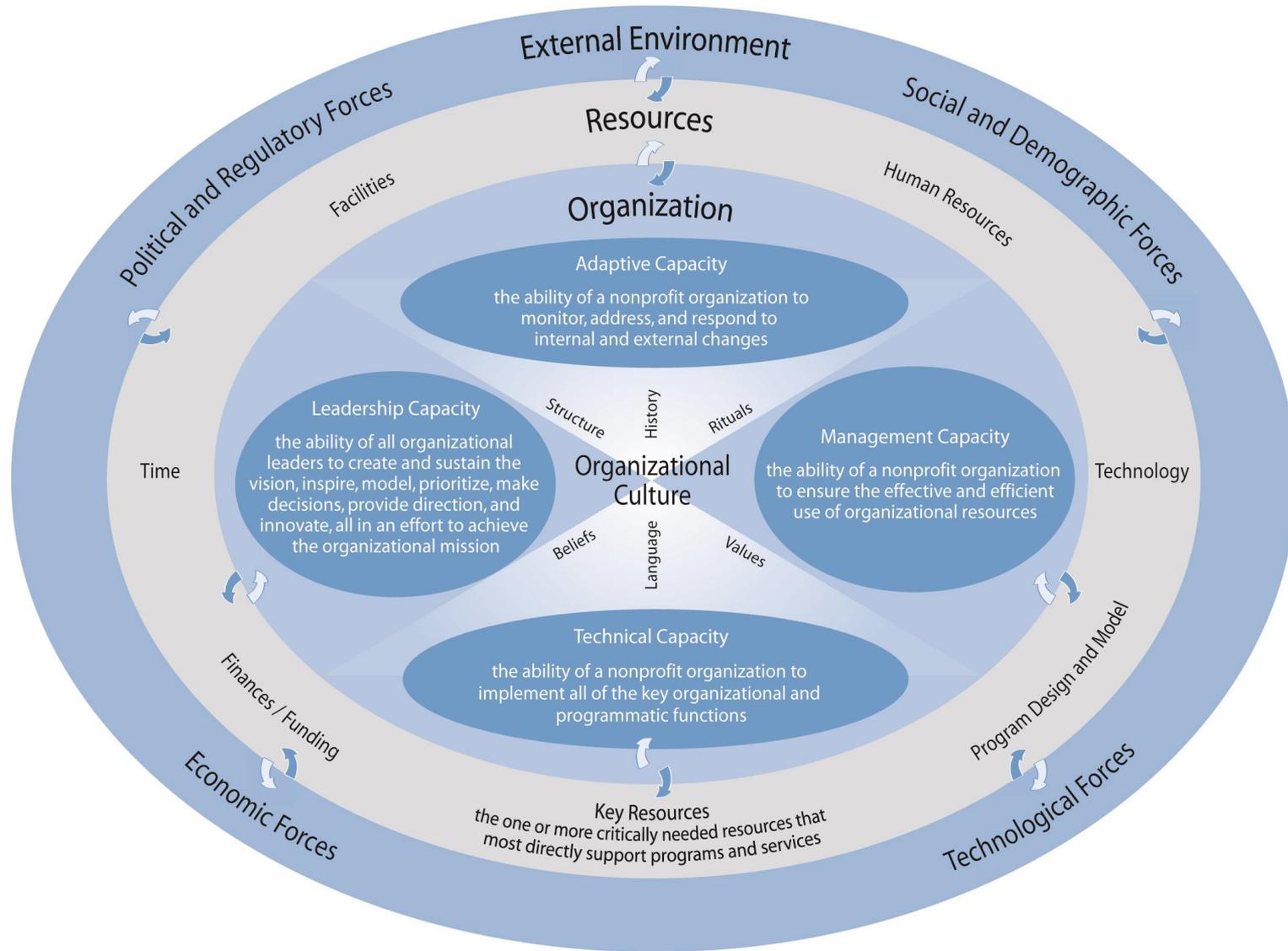
The Four Core Capacities Model

Leadership Capacity: the ability of all organizational leaders to create and sustain the vision, inspire, model, prioritize, make decisions, provide direction and innovate, all in an effort to achieve the organizational mission

Adaptive Capacity: the ability of a nonprofit organization to monitor, assess, respond to and create internal and external changes

Management Capacity: the ability of a nonprofit organization to ensure the effective and efficient use of organizational resources

Technical Capacity: the ability of a nonprofit organization to implement all of the key organizational and programmatic functions

Core Capacities for Effectiveness

4 Core Capacities:

- Leadership (5)

- Adaptive (6)

- Management (11)

- Technical (11)

+ Organizational Culture (3)
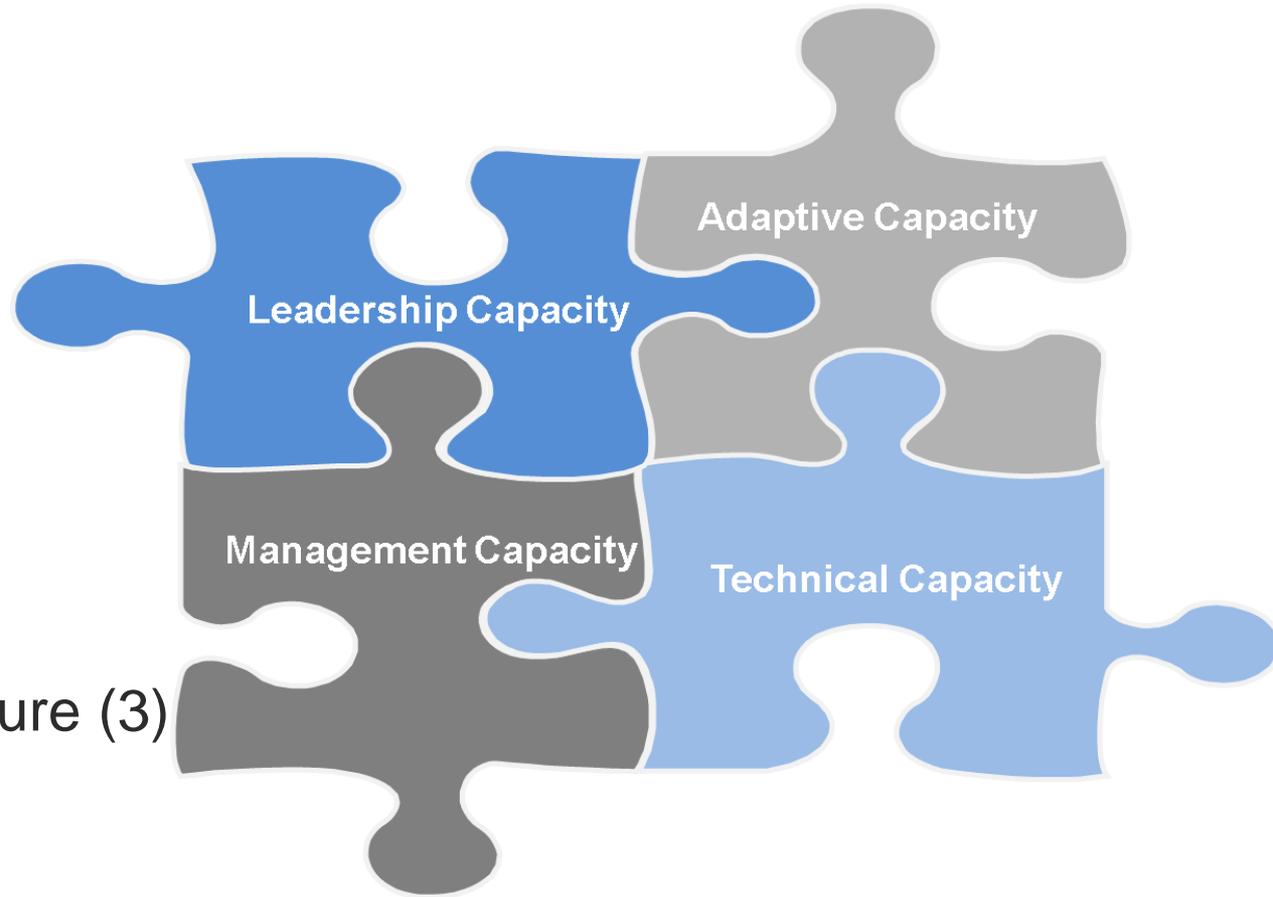
Adaptive Capacity Overview

ADAPTIVE CAPACITY

- **Decision-Making Tools:** Using important tools, resources and inputs to make decisions (i.e., outside technical assistance, in-house data, staff input, client input, a written strategic plan)
- **Environmental Learning:** Using collaboration and networking with community leaders and funders to learn about what's going on in the community, and stay current with what is going on in the field
- **Organizational Learning:** Self-assessing, using assessment data/findings to conduct strategic planning, and following through on strategic plans
- **Organizational Resource Sustainability:** Maintaining financial stability in order to adapt to changing environments
- **Program Resource Adaptability:** Easily adapting to changes in program resources, including funding and staff
  Please note that this sub-capacity score may report as zero if no recent staff or money loss has occured. A score of zero does not affect any other capacity or sub-capacity scores.
- **Programmatic Learning:** Assessing the needs of clients and using program evaluation as a learning tool

Leadership Capacity Overview

LEADERSHIP CAPACITY

- **Board Leadership:** Board functioning with respect to:
  1. **Empowering** through connecting people with the mission and vision of the organization
  2. **Holding** organizational leaders accountable for progress toward achieving the mission and vision
  3. **Conducting** community outreach to educate and garner resources
  4. **Meeting** regularly and providing fiscal oversight
- **Internal Leadership:** Organizational leaders apply a mission-centered, focused, and inclusive approach to making decisions, as well as inspiring and motivating people to act upon them
- **Leader Influence:** Ability of organizational leaders to persuade their board, staff and community leaders/decision-makers to take action)
- **Leader Vision:** Organizational leaders formulate and motivate others to pursue a clear vision
- **Leadership Sustainability:** Cultivating organizational leaders, avoiding an over-reliance on one leader and planning for leadership transition (including having a succession plan)

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Management Capacity Overview

MANAGEMENT CAPACITY

- **Assessing Staff Performance:** Detailing clear roles and responsibilities and assessing staff performance against those roles and responsibilities
- **Conveying Unique Value of Staff:** Providing positive feedback, rewards, and time for reflection
- **Financial Management:** Managing organizational finances, including staff compensation
- **Manager-to-Staff Communication:** Open channels of communication between managers and staff, including how open managers are to constructive feedback
- **Managing Performance Expectations:** Facilitating clear and realistic expectations among staff.
- **Managing Program Staff:** Managing to ensure that program staff have the knowledge, skills, and cultural sensitivity to effectively deliver services
- **Problem Solving:** Organizational managers effectively, judiciously and consistently resolve human resource problems and interpersonal conflicts, including how well they engage staff in the problem-solving process
- **Program Staffing:** Staffing changes as needed to increase and/or improve programs and service delivery
  Please note that this sub-capacity score may report as zero if no recent staff changes have occured. A score of zero does not affect any other capacity or sub-capacity scores.
- **Staff Development:** Coaching, mentoring, training, and empowering staff to improve their skills and innovate
- **Supporting Staff Resource Needs:** Providing the technical resources, tools, systems, and people needed to carry out the work
- **Volunteer Management:** Recruiting, retaining, providing role clarity and direction, developing, valuing and rewarding volunteers

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Technical Capacity Overview

TECHNICAL CAPACITY

- **Facilities:** The proper facilities (space, equipment, amenities, etc.) to run efficient operations
- **Facility Management Skills:** Ability to operate an efficient facility
- **Financial Management Skills:** Ability to ensure efficient financial operations
- **Fundraising Skills:** Ability to develop necessary resources for efficient operations, including management of donor relations
- **Legal Skill:** Ability to engage proper legal engagement and coverage
- **Marketing Skills:** Ability to communicate effectively with stakeholders, internal and external
- **Outreach Skills:** Ability to do outreach, organizing and advocacy
- **Program Evaluation Skills:** Ability to design and implement an effective evaluation
- **Service Delivery Skills:** Ability to ensure efficient and quality services
- **Technology:** Resources (equipment, systems, software, etc.) to run efficient operations
- **Technology Skills:** Ability to run efficient operations

Organizational Culture Overview

Organizational Culture is separate from the four core capacities; it is a context in which the core capacities operate. Each organization has a unique history, language, organizational structure, and set of values and beliefs that affect staff unity and engagement.

ORGANIZATIONAL CULTURE
- **Empowering:** Promoting proactivity, learning, and a belief in the value and ability of staff and clients
- **Re-energizing:** Supporting time for staff to reflect on their work, socialize, and reconnect with why they are doing the work
- **Unifying:** Engendering open and honest communication across all levels in the organization, leading to a sense of a cohesive "group identity"

What is in the CCAT Report?

- Overview of the tool – how to read the report

- Results:

  - Core capacity scores, with strengths and challenges

  - Sub-capacity scores, with recommendations and comparative data

  - Lifecycle placement

- Capacity-building plan – prioritized for lifecycle advancement (top recommendations list and specifics)

- The theory behind the tool

How CCAT Reports are Scored

- CCAT scores are categorized as follows:

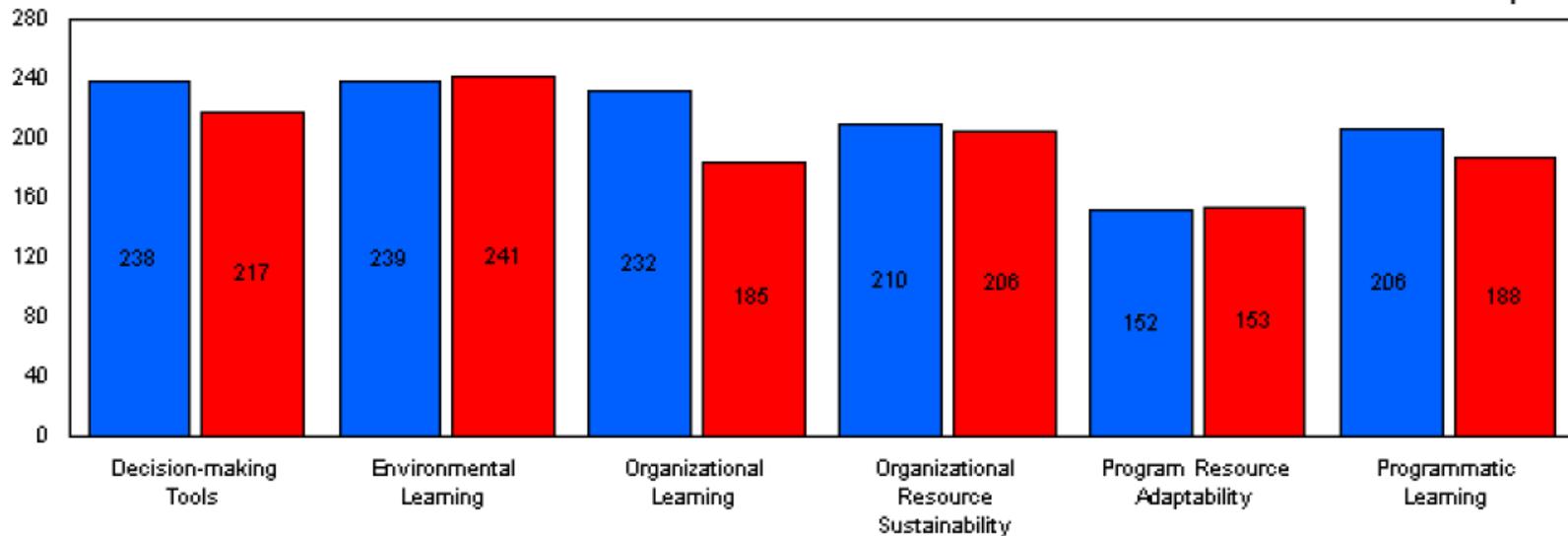| Score	Category
230 – 300	Strength
190 – 229	Satisfactory
<190	Challenge

- Important to look at the subcategory scores for deeper understanding

- Recommendations are based on answers to individual questions

What is in the Report?
Capacity Scores

Adaptive Capacity

Legend:
- Your Organization Here (blue)
- All Organizations in Comparison Field (red)

Category	Your Organization (blue)	Comparison Field (red)
Decision-making Tools	238	217
Environmental Learning	239	241
Organizational Learning	232	185
Organizational Resource Sustainability	210	206
Program Resource Adaptability	152	153
Programmatic Learning	206	188

Comparison Organizations in:

Budget size between $100,001 and $500,000

YOU ARE HERE

| CORE PROGRAM DEVELOPMENT | INFRASTRUCTURE DEVELOPMENT | IMPACT EXPANSION | STAGNATION |

GROWTH

TURNAROUND

START-UP

DISSOLVING / MERGING
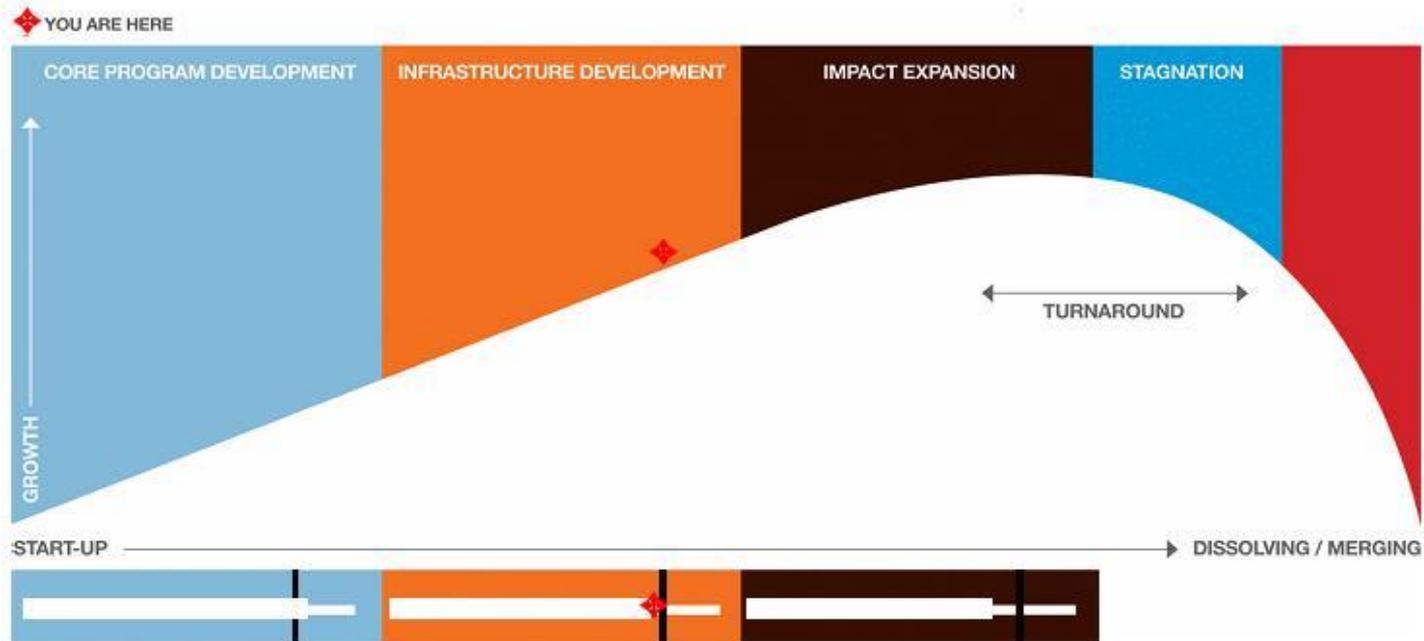
MEANING OF ◆ PLACEMENT

TCC considers the development of an organization's effectiveness to be an additive process where each successive stage requires more growth from prior stages. Although scores for each of the three stages are represented above, the marker indicates your organization's primary stage.

Additionally, while the lifecycle diagram includes stages reflecting stagnation and dissolution/merger, placement in these stages can only be determined through multiple CCAT administrations
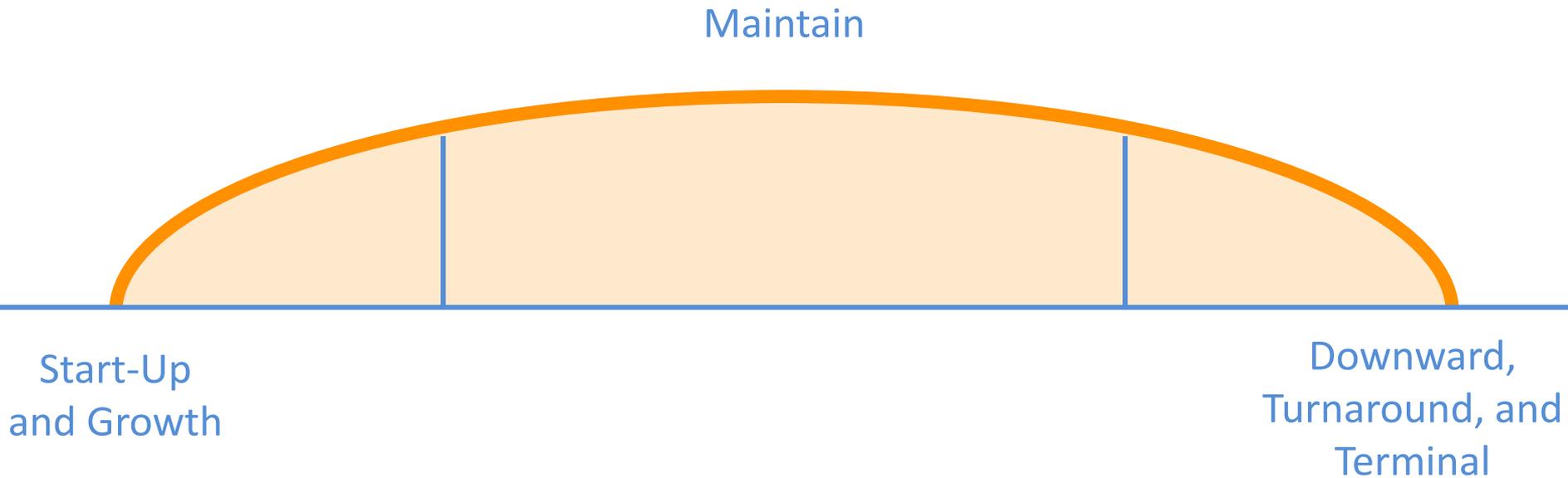
Infrastructure Development

After the elements of Infrastructure Development in your organization are firmly in place, the likely next steps for your organization's development will focus on Impact Expansion. These aspects of capacity building address broadening your approach to achieving impact expansion beyond your core programs. This may include strategic alliances, partnerships, policy/advocacy work or further outreach in your community.   It is important to note, however, that the development of an organization's effectiveness is an additive process, so a continued focus on more effective and efficient Infrastructure and Core Program Development will always be important to consider throughout your lifecycle.

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Traditional Lifecycle

IDEA · START-UP · GROWTH · MATURITY · DECLINE · TURNAROUND · TERMINAL

Brothers' "Low-Arc" Model

Maintain

Start-Up
and Growth

Downward,
Turnaround, and
Terminal

Brothers' "High-Arc" Model

Maintain

Start-Up
and Growth

Downward,
Turnaround, and
Terminal
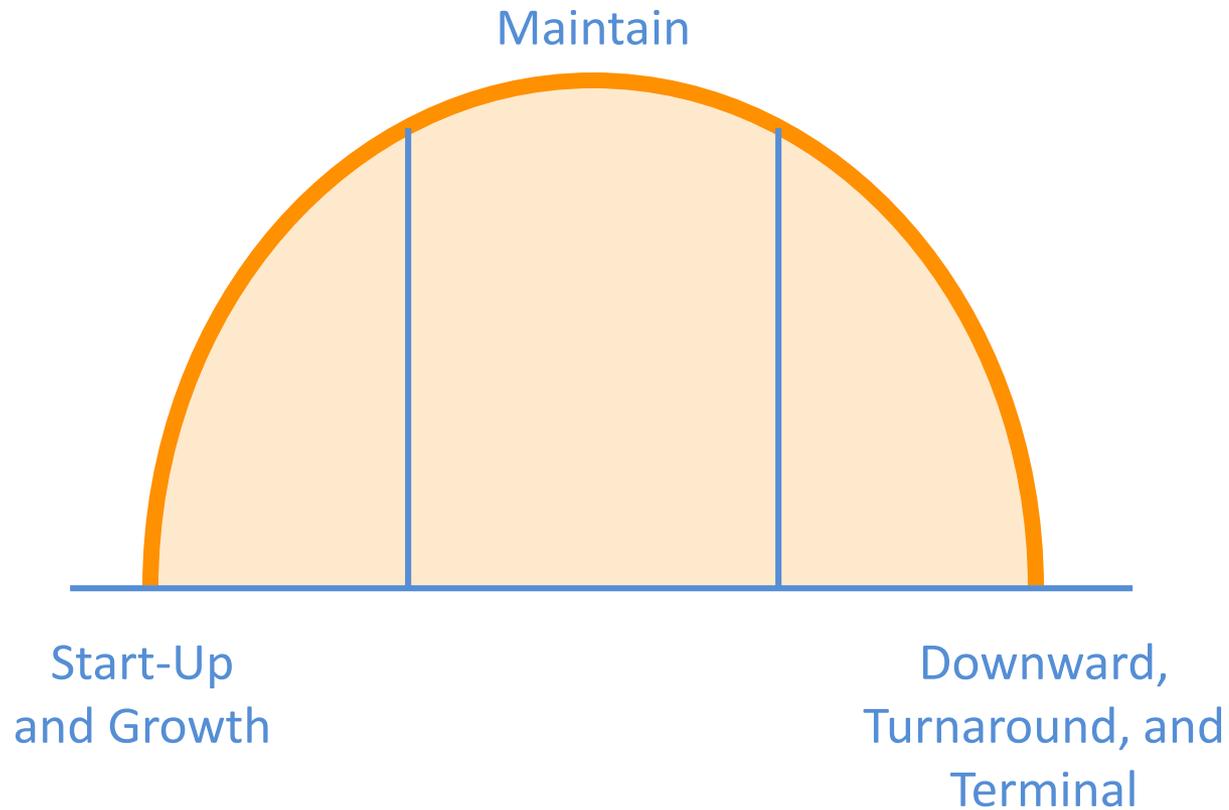
What is in the Report:
Prioritized Capacity-Building Plan

Prioritized Capacity-building Plan

Management: Staff Development

1) Encourage more of your staff to look for ways to do things more effectively.
2) Encourage your managers to give constructive feedback to staff more regularly.

Leadership: Internal Leadership

3) Increase the frequency with which leaders let staff know how valuable their work and contributions are.
4) Ensure that leaders (including board members) solicit input from program staff before they make program decisions.

Management: Manager-to-Staff Communications

5) Update your written policies.
6) Clarify and update your organizational chart.

Capacity-Building Plan

Management: Managing Performance Expectations

RECOMMENDATION
Promote constructive feedback by regularly checking in with staff.

Strategies for accomplishing this:

ON YOUR OWN

- Create a policy requiring all managers to check in with their direct reports on a monthly or quarterly basis to review workload, performance, etc.
- Encourage all staff to provide confidential feedback on their colleagues (positive or negative) to supervisors throughout the year. Provide written guidelines that explain what "constructive feedback" looks like and why it is helpful. Have supervisors use this feedback in their monthly or quarterly meetings.
- Incorporate into your annual review process an opportunity for other staff members to provide feedback on the performance of colleagues with which they have worked directly over the past year. Ask questions about specific projects or roles and responsibilities so that feedback is as helpful as possible. (note: this strategy can complement or reinforce the more regular check-ins, not in place of them.)

WITH OUTSIDE ASSISTANCE

- Consult with colleagues whose HR practices you respect to learn about how they have instituted regular check-in meetings with all staff.

Interpretation Pitfalls

- Too much focus on low scores/challenges

- "I disagree with the results."

- "Our scores are very similar to others in our sector, so we don't need to change much."

Interpretation Pitfalls

- Taking recommendations personally

- Taking recommendations literally

- "These recommendations are too vague."

- "We just don't have the resources to do any of these recommendations."

Group Questions

- What surprised you about your results?

- What are some potential reasons as to why the surprises emerged?

- What is one of the capacity scores or areas highlighted that really excites you and why?

- What is one of the capacity scores or areas that concerns/scares you and why?

- Do you or your peers have any suggestions for working on your capacity areas?

Interesting Community Scores

All types of organizations had challenges in:
- Program Resource Adaptability
- Leadership Sustainability
- Outreach Skills
- Marketing Skills
- Fundraising Skills

All groups scores were strong in the following:
- Leader Vision
- Environmental Learning
- Managing Program Staff
- Manager-to-Staff Communications

Lifecycle stage of organizations:

- Core Program Development *(30%)*
- Infrastructure Development *(36%)*
- Impact Expansion *(34%)*

Budget Decline:
- No decline or increase in budget: *(13%)*
- Less than 10% decline: *(15%)*
- 10-20% decline: (4%)
- More than 20% decline: (9%)
- Increase in budget: (51%)

Budget Size and CCAT Scores

Indicator	Under 1 Million	$1 to 2.5 million	$2.5 to 5 million	$5-10 million
Adaptive	196.3	206.8	215.6	211.6
Organizational Learning	180.5	197.9	217.0	215.8
Decision-Making Tools	214.6	216.1	230.0	225.8
Organizational Resource Sustainability	201.0	199.9	219.2	210.6
Programmatic Learning	186.4	201.8	211.6	204.4
Environmental Learning	232.1	245.3	246.6	237.6
Program Resource Adaptability	164.2	180.1	168.6	175.2
Leadership	211.9	213.1	219.2	213.4
Internal Leadership	241.2	234.8	237.0	229.0
Leader Vision	253.8	251.7	269.0	251.8
Leadership Sustainability	149.6	161.7	174.2	173.6
Board Leadership	199.2	203.8	198.8	194.0
Leader Influence	215.9	214.7	216.4	217.6
Management Capability	219.5	217.8	225.0	217.6
Assessing Staff Performance	201.7	222.8	222.8	203.8
Managing Performance Expectations	219.5	216.8	215.6	213.6
Managing Program Staff	245.2	234.6	239.2	232.0
Volunteer Management	223.8	225.2	214.4	216.4
Manager-to-Staff Communications	235.8	234.4	248.6	238.0
Program Staffing	228.2	200.6	235.8	236.6
Conveying Unique Value of Staff	209.8	197.4	210.8	199.0
Problem Solving	218.0	209.8	217.8	208.2
Staff Development	231.2	226.8	225.2	217.8
Supporting Staff Resource Needs	192.5	200.4	202.4	200.2
Financial Management	209.2	227.9	244.0	226.8
Technical Capacity	179.2	197.0	198.2	202.2
Technology Skills	178.9	179.0	181.4	205.4
Technology	196.8	194.6	220.6	229.0
Service Delivery Skills	203.6	225.2	223.6	229.8
Program Evaluation Skills	179.0	185.9	196.6	191.8
Outreach Skills	162.8	181.1	179.4	170.6
Marketing Skills	162.7	180.9	174.8	159.0
Legal Skills	190.0	229.0	221.0	224.4
Fundraising Skills	141.5	163.2	164.8	170.0
Financial Management Skills	193.2	222.7	229.0	208.8
Facility Management Skills	186.8	202.9	195.4	223.0
Facilities	175.0	204.1	192.8	211.8

Budget Movement and CCAT Scores

Indicator	No Decline or Increase	Less than 10% Decline	10-20% Decline	More than 20% Decline	Increase in Budget	
Adaptive	201.3	203.3	199.0	196.3	203.4	
Organizational Learning	190.3	190.9	196.0	184.5	195.9	
Decision-Making Tools	216.0	217.3	207.0	209.8	220.7	
Organizational Resource Sustainal	203.7	203.9	196.0	176.3	208.4	
Programmatic Learning	190.2	186.1	179.5	195.5	196.8	
Environmental Learning	247.0	243.4	238.5	232.3	233.8	
Program Resource Adaptability	162.2	179.1	177.0	178.8	165.3	
Leadership	214.8	214.7	204.0	206.5	213.4	
Internal Leadership	239.7	239.0	227.0	235.0	238.0	
Leader Vision	259.0	266.6	242.5	250.5	251.9	
Leadership Sustainability	154.0	148.6	156.0	147.5	162.3	
Board Leadership	202.8	193.6	186.0	185.3	202.2	
Leader Influence	218.2	225.4	208.0	215.3	212.8	
Management Capability	221.0	219.1	215.5	213.3	220.5	
Assessing Staff Performance	218.3	195.9	219.0	200.3	211.8	
Managing Performance Expectatio	211.8	213.1	215.5	217.3	220.3	
Managing Program Staff	239.7	237.4	235.0	235.3	243.3	
Volunteer Management	233.5	212.1	238.5	217.5	220.4	
Manager-to-Staff Communication	236.8	232.3	234.0	232.8	239.7	
Program Staffing	221.7	234.4	201.5	213.3	225.2	
Conveying Unique Value of Staff	198.5	215.6	198.5	195.3	207.1	
Problem Solving	218.0	214.0	214.0	215.0	214.6	
Staff Development	226.5	230.3	220.0	226.8	228.0	
Supporting Staff Resource Needs	200.7	195.3	196.5	186.3	197.0	
Financial Management	226.2	229.4	200.0	209.8	218.0	
Technical Capacity	191.8	192.3	188.0	173.5	186.5	
Technology Skills	169.5	193.7	182.5	175.5	183.3	
Technology	196.3	215.3	201.5	190.3	204.6	
Service Delivery Skills	213.2	202.0	215.0	194.3	218.9	
Program Evaluation Skills	181.5	178.9	188.5	176.5	184.0	
Outreach Skills	182.3	172.4	196.0	151.8	162.9	
Marketing Skills	160.8	176.7	178.5	149.0	165.4	
Legal Skills	234.8	214.6	190.0	206.3	195.5	
Fundraising Skills	150.7	156.3	157.5	142.0	150.0	
Financial Management Skills	222.7	216.1	203.5	164.5	202.1	
Facility Management Skills	197.5	203.3	173.5	167.8	198.9	
Facilities	199.8	185.0	181.5	189.3	185.5	